Human Capital

▶ See website for more

Message from the officer in charge of personnel



Masaru Naoe

Senior Operating Officer, Corporate Management Div.; In charge of Personnel and Corporate Communication, as well as operation and administration of Group Customers and Haseko Mansion Museum Management

As the Haseko Group aims to become a leading company in "housing" and "living," our collective capabilities are supported by employees of the Group and its cooperating companies. We believe that the know-how and experiences those employees possess and their wisdom and vitality that brings forth fresh value is the origin of our corporate value and the core of our human capital. To strengthen our competitiveness and increase our corporate value over the medium to long term, we will continue to invest in human capital to enhance employee engagement and foster innovation.

In FY2025, we also revised our human resources strategy to support the implementation of the Group's medium-term business plan. In addition to recruiting and developing human resources who contribute to the realization of our strategy, as well as encouraging the autonomous growth and aspirations of our employees, we have made it a strategic priority to pass on the DNA that has underpinned our Group's growth and to enhance employee health and job satisfaction accordingly.

Through such initiatives, we are fostering a culture where employees can think, act, and grow autonomously, thereby increasing the total strength of the organization. I am confident that these initiatives will result in greater corporate value and more trust from our customers, making us a company that makes customers say, "I'm glad I chose Haseko." Moving forward, the Haseko Group will keep striving to resolve social issues while also growing our businesses sustainably, providing the best housing and living for urban communities through strategic investment in human capital.

"With autonomous growth and carrying forward the Haseko DNA as our guiding principles, we aim to become a flexible group of people capable of taking on even greater challenges"

Vision and management strategy → **Human Resources Strategy and Policies** → **KPIs and initiatives to maximize the potential of people and organizations** → **Outcomes**

"To contribute to society by creating an optimal environment for cities and people"

As a leading company in "housing" and "living," to achieve sustainable growth and enhance corporate value

Succession × Change
↓
Evolution

- Promote further construction business growth and deepening
- Expand and improve quality of real estate business
- Promote condominium management and operation business growth
- Monetize overseas business
- Challenge to new business areas
  = Expand our business portfolio
  (Strengthen existing businesses × Identify new business opportunities)

1. People

Recruit, develop, and foster the success of the talent the organization needs

Pursue the Group's management foundation and a solid personnel and organizational structure

- Recruit, develop, and transfer the know-how of specialized personnel
- Pool and develop potential executive leaders

Provide compensation that contributes to performance, results, and medium- to long-term growth

2. Growth driver

Build a team of self-directed, growth-oriented individuals

Support education and taking on challenges that lead to individual growth

- Support for defining people's visions
- Promote voluntary/bottom-up initiatives
- Take on challenges; recognition and praise for striving toward ambitious goals; the experiential learning cycle

3. Culture

A foundation for Haseko-style "evolution"

Pass on the Haseko identity

- Pass on unchanged values
- Collaboration (strength as a Group)

Create a comfortable environment where a diverse workforce can keep working in health and peace of mind

- Open, candid, and constructive communication
- Improve productivity and foster a sense of fulfillment at work

	Measures	Main KPIs (as of the end of FY2030)	FY2025 results
1. People	Recruit and develop global human resources	Cumulative number of English program participants reaches 250 (Japan, consolidated)	Cumulative total of 183 participants
1. People	Implement DX promotion personnel development program	Percentage of DX promotion personnel: 20% (Japan, consolidated)	5.3%
1. People	Analyze trends among employees who resign for personal reasons and implement countermeasures	Employee turnover rate: 5.0% or less (Japan, consolidated)	5.5%
2. Growth driver	Implement SPARK Project	Total number of applications: 1,200 (Japan, consolidated)	331
3. Culture	Promote health management	% of eligibles for specific health guidance FY2030 15% or less	15.4%
3. Culture	Promote D&I	% of female managers FY2030 12% or more	11.5%
3. Culture	Achieve a balanced approach to work	% of operation with 8 close every 4 weeks FY2027 100%	78.1%

	Measures	Specific initiatives	FY2025 results
1. People	Implement a succession plan	Implement a selective training program to develop future leaders and the continuous cultivation of successors (Japan, consolidated)	Implemented (Reference: cumulative total of 1,921 people)
3. Culture	Instill culture	Implement ongoing town hall meetings, history training sessions, and company-wide assemblies (Japan, consolidated)	Implemented

Outcomes	
Impact on financial statements	Maximized the value of our workforce by increasing the number of employees who can grow independently
	Created new business ventures by fostering a culture of taking on challenges
	Stronger technical capabilities and build customer trust through the recruitment and development of specialized talent
	Increased the proportion of DX promotion personnel; improve productivity through the use of AI
	Reduced hiring and training costs through employee retention
	Improved productivity through enhanced physical and mental health and increased engagement
Impact on business operations (risks and opportunities)	Reduced business risks through open, candid, and constructive communication
	Refined decision-making through the convergence of diverse perspectives and ideas
	Stronger group collaboration for further "evolution"

Human Capital

1. People: Recruit, develop, and foster the success of the talent the organization needs

Pursue the Group's management foundation and a solid personnel and organizational structure

Recruiting and developing global human resources

To steadily achieve the goal of "monetizing overseas business" set forth in our new medium-term business plan, HASEKO Evolution Plan, we will continue to recruit individuals with experience in overseas business.

In addition, we will identify employees with the potential to play a global role within the company and discover and develop future personnel for our overseas business through voluntary English language training.

Acquire, develop, and deploy the talent and expertise needed to challenge new business areas

In order to expand into the "non-residence" sector beyond condominium construction, which has been our core strength, and to accelerate our digital transformation (DX), we must recruit talented individuals from outside the Company who possess wide-ranging skills and experience. In this way, we will use the internal sharing of expertise that we do not currently possess as a driving force for future business expansion.

Recruiting and developing DX promotion personnel

Insight into digital technology is essential for taking on new business areas and further evolving our existing businesses. Furthermore, as regulations on overtime work in the construction industry are tightened, companies must not only eliminate unnecessary effort and waste, but also improve productivity through the use of digital technology, thereby achieving continued growth while maintaining profit margins and the number of orders received.

Against this backdrop, Haseko Corporation has been working to develop DX promotion personnel since 2021, and we aim to increase the proportion of such personnel among our total workforce to 20% by FY2030. Currently, the figure stands at 5.3%, and while efforts to improve productivity through digital technology and drive digital transformation are still a work in progress, we will strengthen our foundation through ongoing initiatives to help achieve the goals of our medium-term business plan, HASEKO Evolution Plan, and improve our operating profit margin through increased productivity.

Note that we define DX promotion personnel as those rated "B or higher" in the following figure. Specifically, this refers to employees who meet the following requirements.

- Individuals who can identify digital solutions to challenges facing their company or department from a company-wide optimization perspective and take appropriate action
- Individuals who can effectively bridge the gap between internal and external stakeholders and drive projects forward to bring DX ideas to fruition

▶ HASEKO DX

Definition of DX promotion personnel

S: Promotion personnel	Strategic-level project execution skills
A: Design personnel	Tactical-level project executionskills
B: Utilization personnel	Ability to improve tasks and implement alternatives
C: Implementation personnel	Ability to carry out tasks
D: Potential personnel	Will join projects as they develop further

* Excerpted from "Matsuda Method DXM"

Pooling and developing potential executive leaders

The qualities required of executives to expand the business portfolio in the future cannot be developed overnight. We identify individuals with the potential to become executives at an early stage, develop succession plans,{j}and cultivate future leaders through selective training programs, thereby building a pool of executive candidates.

Number of participants in the selective training program for developing future leaders

(Group-wide) (persons)

FY2021	FY2022	FY2023	FY2024	FY2025
108	107	113	111	132

Provide compensation that contributes to performance, results, and medium- to long-term growth

Our compensation system is designed so that high evaluations, based on contributions to business performance and the level of achievement of individual goals, lead to improved compensation. Furthermore, to secure and retain the workforce that will drive our future in the face of intensifying competition to obtain human resources, we have raised both initial salaries and overall compensation levels. By enhancing our recruiting competitiveness and improving retention, we intend to strengthen our workforce to further expand our business areas and start new businesses.

2. Growth driver: Build a team of self-directed, growth-oriented individuals

Support education and taking on challenges that lead to individual growth

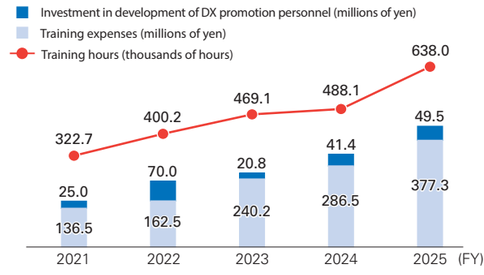
Support for defining people's visions

It is essential for our Company's growth during this period of change that each and every employee in the Group draws on their diverse experiences to learn and grow independently. When it comes to fostering self-directed growth, encouragement from supervisors and the presence of role models are key factors. We believe that using these as a foundation for employees to reflect on "who they want to become" serves as the driving force behind sustainable growth. Based on this philosophy, Haseko Corporation has incorporated career development training into its annual training program with the goal of fostering "talent that evolves through self-directed learning and meets the expectations of society and the Company." In addition, at the 10-year and 20-year marks, we implement "CAP 10," a program in which employees formulate their vision for their career at the Company 10 years into the future and discuss it with their supervisors; we also review their progress every three years. From an onboarding perspective, in addition to the Brother-Sister Mentoring System (BS), we have introduced the Nexter Program(mentoring program) to support new employees in shaping their careers and achieving success early on.

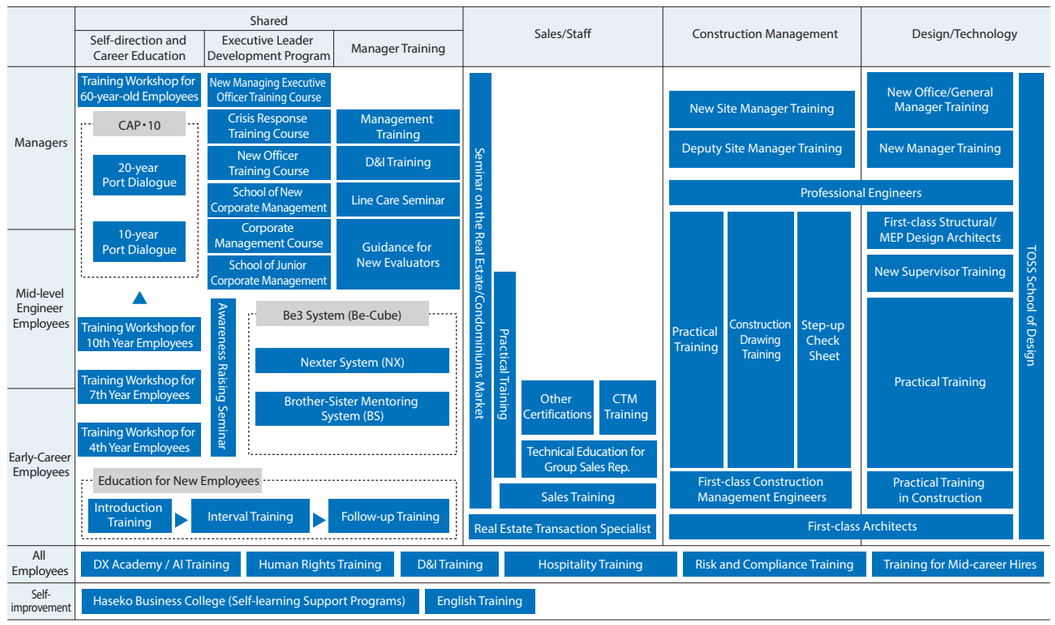
In addition, we provide all employees with opportunities to reflect on their careers and consider their future, either through a self-assessment form or through discussions with their supervisors as part of the CBO (Goal Management) program. We also utilize an internal job posting system as a mechanism to support employees in achieving their career goals, and we plan to expand the range of positions available through this system in the future.

In addition, as part of our initiatives to support self-directed growth, we offer the Haseko Business College, as well as comprehensive educational support programs and programs to assist with obtaining professional certifications. To ensure that the insights gained through these initiatives are shared within the company, we will continue to invest in training and strive to enhance our workforce's capabilities.

Investment in education on human resources development (Domestic consolidated companies)



Educational framework for the fiscal year ending March 31, 2027



Human Capital

New business proposal system to encourage taking on challenges

The Haseko Group has consistently nurtured proactive individuals who take on ambitious goals. To achieve the goals of our medium-term business plan, the HASEKO Evolution Plan, and to ensure sustainable growth, it is essential that every employee embrace this DNA and "take on new challenges".

As part of these efforts, we launched a new business proposal competition called the "SPARK Project" in FY2025.

We received 331 applications for this project, and following the final review, two proposals have moved forward toward commercialization. We will continue these efforts going forward to foster a culture of boldly taking on new challenges.

3. Culture: A foundation for Haseko-style "evolution"

Pass on the Haseko identity

It is our firm belief that the Haseko DNA is the foundation of our Group's growth. In the past, our Company has faced financial difficulties. We were able to overcome this crisis thanks to a spirit, passed down through the generations, of "improving the company ourselves," as well as our commitment to "we consider more" for all our stakeholders. This is the result of our mindset and our DNA: "initiative," "ability to reach targets," "teamwork," "ingenuity," and "a sense of Group collaboration." These are the values we intend to continue cherishing, and they form the foundation of the Company's growth. To pass on this "Haseko identity" we hold monthly in-person company-wide meetings where the President personally conveys his thoughts and passion. This allows him to share the sense of urgency he feels, as well as his heartfelt message of "let's work hard together," which helps boost teamwork and morale as we strive to achieve our Group-wide goals. In addition, we conduct "Group Sales Representative" initiatives, operate a recognition program, promote our brand website "We Consider More,"{j}hold town hall meetings, and provide history training sessions.



Scene from a town hall meeting



Scene from a history training session

Create a comfortable environment where a diverse workforce can keep working in health and peace of mind

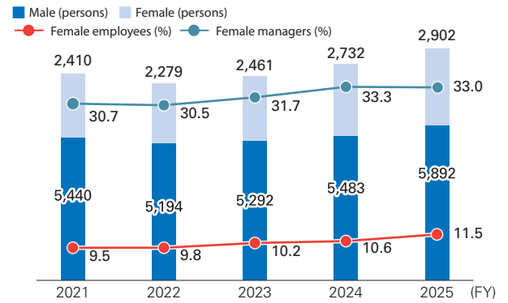
Active participation of diverse employees

Under the guiding principle of "empowering individuality," the Haseko Group aims to create an environment where a diverse workforce can thrive. As a result of our efforts, including establishing support systems, setting KPIs for the proportion of new graduates hired, and conducting training programs, the percentage of female managers has reached 11.5% (as of the end of March 2026). We will continue these initiatives to promote the active participation of women and other members of our diverse workforce.

For more information on our initiatives related to women's advancement and work-life balance support, please visit the link below.

▶ See website for details

Trends in the percentage of female employees and managers



* FY2021: all domestic Group companies; FY2022 and later: Haseko Corporation and consolidated subsidiaries in Japan



Scene from a training session for female staff members

Haseko Corporation has been awarded a three-star Eruboshi Certification as an exemplary company under the Act on the Promotion of Women's Active Engagement in Professional Life, and has also received "Kurumin certification" under the Act on Advancement of Measures to Support Raising Next-Generation Children. In addition, some of our Group companies have also obtained these certifications.

Furthermore, a culture that fosters open, frank, and constructive communication is essential for a diverse workforce to thrive. To that end, our Group provides training on psychological safety and unconscious bias, and we will continue to offer such training on an ongoing basis.

Improving productivity and fostering a sense of fulfillment at work

In the environment surrounding the Haseko Group, challenges such as a shortage of workers in the construction industry and regulations on working hours present obstacles, necessitating further improvements in productivity and the quality of output. As part of these efforts, we are focusing on company-wide work-style reforms and improvements to the working environment. Working closely with management, we are promoting the use of paid time off and the reduction of working hours, with goals such as making sure 100% of construction sites are closed for eight days every four weeks. We are also promoting efficiency through our MOSt initiative. As a result, while the achievement rate for having workers take eight days off every four weeks of work was 30.4% in FY2024, it reached 78.1% in FY2025.

Implementation rate of operation with 8 days closed every 4 weeks

	8 days closed every 4 weeks	Overtime	Annual paid leave taken	(Of which, scheduled leave taken)
Haseko Corporation	78.1%	25.8 hours	71.8%	98.4%
Consolidated	-	18.4 hours	75.7%	98.2%

▶ See website for details

Promoting health management

As part of Haseko Corporation's health management initiatives, various measures are in place to help officers and employees improve their physical and mental health in line with the "Health HASEKO Genki PLAN" under the slogan of "No results without the health of officers and employees." In accordance with the Haseko Group's Declaration of Health issued by our president, we established the Haseko Group Health Management Promotion Committee (Chairperson: the president of the Company, Members: the officers in charge of various departments in the Company, the presidents of various Group companies, industrial physicians, labor unions) in FY2018. The Committee makes decisions on company-wide policies, targets, plans and progress on the maintenance and promotion of employees' health, and shares related information. We will pursue and implement health-focused initiatives that lead to greater task performance (productivity) and engagement for employees and the organization so that we can realize "a truly healthy company."

Highly unique initiatives

- PET-CT scans for employees aged 45 and those over 50 (all expenses paid by the company)
- "Haseko Health Challenge" specific health guidance
- A comprehensive lineup of wellness activities (retreats, optional employee events, etc.)

With these efforts paying off, the Company and its affiliates were selected under the "2026 Certified Health & Productivity Management Outstanding Organizations Recognition Program (White 500)" in the large enterprise category hosted by the Ministry of Economy, Trade and Industry and Nippon Kenko Kaigi.

▶ See website for details



Optional employee event (Live Run)

Conducting engagement surveys

The Haseko Group has introduced an engagement survey to identify challenges related to fostering our employees' further growth, enabling them to thrive, and creating a sense of fulfillment at work. The results showed an overall satisfaction rating of B+*, indicating a positive evaluation, but there is still room for improvement. By providing feedback on the results to each division and implementing initiatives to address these challenges through both top-down and bottom-up approaches, this will contribute to the sustainable enhancement of corporate value.

*Ratings are on a 7-point scale: S, A, B+, B, B-, C, and D

Summary

Target	Full-time employees
Number of respondents / Total number of employees surveyed	8,802/8,810 (Response rate: 99.9%)
Response period	October 6–23, 2025